

(c) NATIONAL PHOTOGRAPHIC INTERPRETATION CENTER

NPIC/D-180-64  
26 October 1964

Lt. General Joseph F. Carroll, USAF  
Director, Defense Intelligence Agency  
Washington, D. C.

Dear General Carroll:

I shall come right to the heart of this matter of the CIA "rotation" of photo interpreters which you raised quite forcefully with me in your letter of 16 October.

First, as Director of NPIC, let me list and briefly identify those factors which are pertinent to my position in the matter, factors which hopefully will contribute to your understanding of and possibly accord with my own carefully considered judgment.

(1) As an organizational entity, NPIC is little more than a hybrid grouping of variously detailed people loosely sprung between CIA and DOD without any real authority or resources or even personnel specifically affixed to its name. As the leader of such an organization backed only by a charter of objectives, not authority, I am entitled to entreat but not order such necessities as the Center requires to maintain itself.

(2) NPIC is totally dependent upon CIA and DOD for its personnel, currently  personnel and civilians, such personnel being voluntarily detailed to the Center at the pleasure and under the administrative legalities, doctrines and procedures of the parent organizations.

(3) Photo interpreter personnel in all of CIA number but 112 and must be used to provide one half of the NPIC staffing requirement and at the same time furnish CIA an extensive and varied departmental capability.

(4) Administratively within CIA it is highly impractical and undesirable under existing circumstances to subdivide the PI complement between NPIC and a CIA departmental authority.

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(5) The current method of supplying NPIC with CIA photo interpreters on a tour basis parallels the means by which all centralized CIA functional offices provide user components of the Agency and government, both domestic and foreign, with functional specialists. For example, NPIC obtains administrative, personnel, budget, finance, training, logistics, security and communications officers and assistants on an involuntary tour basis from their parent offices, which are in turn administratively responsible for each individual detailed to the Center.

(6) The staffing pattern adopted whereby CIA photo interpreters are placed under the operational control of the Director, NPIC, on a tour basis is the logical and accepted CIA administrative device which such circumstances call for. The Director, NPIC would be expected to protest this arrangement if it was considered unreasonably disruptive or divisive to NPIC operations. Let me assure you that my 18 months of experience with this CIA photo interpreter staffing arrangement provides me with absolutely no grounds for such a protest.

In short, as Director, NPIC, I am in a relatively weak position to call the terms or circumstances by which CIA or DIA provides manpower or support to NPIC for my functional employment. Furthermore, operating under the present National Center concept, I could not feasibly carry out the recruitment, training, career development and other administrative responsibilities and regulatory requirements of the parent organizations.

As the CIA Assistant Director for Photographic Intelligence, I exercise the senior administrative responsibility for CIA photo interpreters and certain other categories of associated personnel, all of which are currently on duty in the Center or in the collocated CIA departmental PI unit. Such responsibilities, thoroughly circumscribed by CIA regulations and centralized proscription covering all aspects of personnel administration, are carried out by long associated subordinates with an absolute minimum of supervision by me.

Frankly, General Carroll, in view of the foregoing, I believe you may understand my bewilderment at the strength of your feelings concerning the "rotation" of CIA photo interpreters inasmuch as I have seen this action as a normal administrative procedure not far removed from the method by

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which military personnel are routinely assigned to the Center. Your Staff, including the recently relieved Colonel Allen, have been completely aware of every aspect of "rotation", since its planned inception over 18 months ago and actual initiation last May. I was aware of an objection to the transfer of several senior supervisors but know that my Executive Director, [redacted] worked out what we thought was a reasonable and acceptable compromise between the competing CIA and DIA interests. Now I know that Captain Sands and my senior people have met with representatives of your office and discussed the foregoing considerations in much greater detail. I had hoped that your people would see and appreciate what I consider a logical and reasonable method of providing CIA photo interpreters to the Center, but apparently they did not. One thing, however, I would call to your direct attention. Apparently the fact that staffing patterns and concepts of the two parent organizations differ is of serious concern to your Staff. I find this concern unrealistic. I am confronted with three distinctly different internal CIA staffing patterns with which I must contend and your own DIA input of service and civilian personnel adds two more patterns. I cite this by way of explanation, not as a complaint. You have been most kind in your compliments for our performance which has not been affected by these various staffing patterns. I would only say that I think it of relatively minor concern that staffing patterns differ; they can and do present certain problems, but we have quite a few other operational considerations beside which they appear very small to me.

In setting forth my position as I have, I mean no disrespect and certainly no lack of concern for your opinion in the matter. I have known and greatly appreciated your deep concern for preserving and enhancing our national photo interpretation capability. I am gravely troubled that you feel I might deliberately or through a lack of understanding of the consequences adopt a policy which would materially reduce the capability of the Center. I have spent by far the major part of my professional career working for the establishment of a national photo interpretation center. It is undoubtedly more a part of my life and career than anyone you are likely to encounter. Please be assured that I am not about to stand by quietly and see NPIC unreasonably compromised without appropriately expressing my concern within the intelligence community.

In conclusion, General Carroll, I am afraid I must respectfully disagree with your position which as I understand it, considers the establishment of two year duty tours for CIA

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photo interpreters unreasonably prejudicial to the operational and managerial efficiency of the Center. I am anxious to discuss the situation further on the 27th of October and explore with you other areas of interest which you may have concerning future Center activities. I would also be pleased to set up a schedule whereby I could meet with you personally at whatever intervals you deem appropriate and thus keep you current on the many facets of Center operations and plans.

Sincerely,

**Arthur C. Lundahl**  
**Director**

**Distribution:**

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